

# Public Health Sudbury & Districts 2024–2028 Strategic Plan

November 16, 2023



**Public Health**  
**Santé publique**  
SUDBURY & DISTRICTS

# Background

- The Ontario Public Health Standards (2021) direct Boards of Health to have a Strategic Plan that outlines the local vision, priorities, and strategic directions for 3 to 5 years.
- Strategic planning should capture community priorities and ensure a sufficient and appropriate engagement with the whole community.
- The most recent Strategic Plan has guided our agency in a number of areas.
- The proposed 2024–2028 Strategic Plan builds on past successes and highlights new opportunities to guide our work.

# Strategic planning process and purpose

- February 2023: Board of Health motion (10-23) assigned responsibility for the oversight of the Strategic Plan development process to the Board Executive Committee.
- April 2023: Board of Health motion (20-23) approved Strategic Plan Engagement Plan.
- Spring and summer 2023: engagement process.
- October 2023: Board Executive Committee discussion of proposed Strategic Plan and recommendation for approval.

# Engagement process

## 2023 Public Health Strategic Plan Engagement Plan

Audience	Method/Approach	Timeline
<b>Engagement</b>		
Public Health Senior Management Executive (SM-EC) Committee	Preliminary consultation at SM-EC meeting	May 2023
Public Health staff	Engagement sessions with all staff	May-June 2023
Board of Health	Engagement at a half-day workshop	June 2023
Community partners, including: <ul style="list-style-type: none"> <li>• Municipalities</li> <li>• Hospitals and health care partners</li> <li>• Education sector (post-secondary institutions and school boards)</li> <li>• Urban Indigenous / First Nations</li> <li>• Agencies who work with newcomers and racialized groups</li> <li>• Environmental</li> <li>• Community, mental health, and social services</li> <li>• Long Term Care, Retirement Home, Congregate Care</li> </ul>	In-person and virtual engagement sessions with partners across the districts	May-June 2023

Audience	Method/Approach	Timeline
<ul style="list-style-type: none"> <li>• Police services</li> <li>• Children and youth services</li> <li>• Business services</li> </ul>		
Community at large	Survey linked via website and social media channels	July 2023

# Engagement process and methods

Date	Audience	Method	Number Engaged
May	Senior Management Executive Committee	In-person consultation	1 Senior Management Executive Committee consultation
May	Public Health staff	In-person and virtual (via Teams) drop-in focus group sessions open to all staff.	7 focus group sessions (67 staff)
June	Board of Health	In-person focus group	1 Board of Health session
June	Public Health staff	Targeted virtual focus group sessions with individual teams.	5 team-specific sessions
June	Community partners	Virtual focus groups (via Teams sessions).	5 sessions held including 1 UI/FN and 1 Francophone (25 partners)
July 20 – Aug. 4	Community members and partners	Online survey	Community members: 507 Partners: 38
Sept.	Senior Management Executive Committee	In-person focus group	1 Senior Management Executive Committee session

# What we heard from the engagement

- Vision and Mission remain relevant
- Values of Humility, Trust, and Respect remain relevant
- Strategic Priorities resonated overall. Key feedback includes:
  - ongoing need for equity considerations
  - relationships remain central to our work
  - engagement with Indigenous Peoples and reconciliation is important
  - evidence-informed programming allows us to be responsive to community needs
  - need for an enhanced focus on accountability and transparency
  - should consider an internally focused priority for 'our people'
  - need to enhance education and awareness about Public Health and its services and supports
- Five-year plan: 2024–2028

# Additional considerations

- Additional contextual factors were considered in the development of the new Plan:
  - Emergence of new and/or worsening public health challenges
  - Increased prevalence of mis- and dis-information
  - Current political climate surrounding provincial public health system strengthening, including review of public health's mandate, structure, and funding policies



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# 2024–2028 Strategic Plan

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# 2024–2028 Strategic Plan: mission and vision

**Vision:** Healthier communities for all.

**Mission:** Working with local communities to promote and protect health and to prevent disease for everyone.



*The forest can inspire humility, respect for the deep roots of its foundation, and trust for the protection of its canopy.*

## Values

### Humility

We are **modest** and **self-reflective**. We respond to the needs of others, are open to feedback and **seek to understand** biases to develop and maintain authentic and trusting **relationships**. We are **committed to reconciliation** with Indigenous Peoples and to listening and learning from truth and history.

### Trust

We are **honest** and dependable and **demonstrate integrity** in our actions. We are evidence-informed, and our approaches are founded on facts, seeking to use **objective information**. We encourage **transparent and accountable** decisions, collaboration, and service delivery. We **honour our commitments** to our funders, stakeholders, partners, and the communities we serve.

### Respect

We treat everyone with **respect, sensitivity, and empathy**, and we **value diversity**. We show regard and consideration for our team members, partners, stakeholders, and communities, and **value all contributions**.



## **Strategic Priorities:**

### **Equal opportunities for health**

*Upstream approaches and interventions are necessary to support health and achieve healthier communities for all.*

We strive for health equity by championing equal opportunities for health. To achieve this, we will:

- Identify and address systemic barriers and social and economic factors that impact health, including mental health.
- Support awareness, education, advocacy, and policy development to address the root causes of health inequities, including poverty and class, structural racism, discrimination, and oppression.
- Ensure inclusive programs and services that are informed by diverse community voices and experiences, needs, and priorities.
- Champion actions to improve health equity at every opportunity by supporting all communities in our service area, including Indigenous, racialized, and all equity-deserving communities, to reach their full health potential.



*The bee and the flower support each other; the stronger their relationships, the more productive their futures!*

## Impactful relationships

We establish relationships that lead to impactful partnerships, collaborations, and engagement. To achieve this, we will:

- Foster strong and collaborative relationships with local communities, organizations, municipalities, and diverse sectors (locally and provincially), to work toward improving the health of the population.
- Ensure community engagement with a diversity of people, including with people with lived and living experiences, as we identify, plan, implement, and evaluate initiatives and services.
- Engage with all communities, including Indigenous populations, in a way that is meaningful for them and in a manner that is trauma-informed and respectful of their lived experiences.
- Invest time and resources in developing and strengthening partnerships and working collaboratively and collectively to positively impact a shared goal.



*The tree rings mark the passage of time and symbolize the accumulation of wisdom and the expanding evidence and knowledge that underpins excellence in public health practice.*

## **Excellence in public health practice**

We strive for ongoing excellence in local public health practice, including demonstrating accountability and monitoring the effectiveness, impact, and quality of our programs and services. To achieve this, we will:

- Ensure effective public health practice to collect, use, and generate quality evidence, including feedback from communities and partners.
- Collaborate with communities and partners from across all sectors that influence health and well-being to deliver programs and services that are innovative and evidence-informed and that can be adapted to reflect current and emerging needs and priorities.
- Demonstrate accountability and transparency to clients, communities, and stakeholders.
- Safeguard public health resources to ensure appropriate investment in upstream health promotion and disease prevention priorities, leveraging local initiatives while remaining within the scope of public health.



*The new branch is grounded in its strong foundation, ensuring a nurturing environment for healthy growth and sustainability.*

## Healthy and resilient workforce

We will invest in our public health workforce and ensure that we are well positioned to meet the needs of the communities we serve. To achieve this, we will:

- Cultivate a skilled, diverse, and culturally competent and humble workforce that values equity, diversity, and inclusion and prioritizes the creation of safe and supportive environments in efforts to foster genuine allyship.
- Build a culture of collaboration, engagement, continuous quality improvement, and ongoing learning.
- Foster an enriching work environment that supports and sustains the mental health, well-being, and resiliency of Public Health staff.
- Invest in and support the development of a well-trained, knowledgeable, and adaptable workforce to meet the ongoing and evolving public health needs and priorities of the community.



*Together, individual pebbles reveal that many strategies and approaches are required to build a solid path forward.*

## **Accountability and Monitoring**

The 2024–2028 Strategic Plan will guide and inform Public Health’s programs, services, and initiatives. To demonstrate how Public Health is working to achieve its mission and vision and actioning its values and priorities, we will develop an Accountability Monitoring Plan. This Plan will be implemented in alignment with our other monitoring activities, including the Ministry of Health accountability requirements, and will be shared with our partners and local communities.

# Dissemination and implementation

- The 2024–2028 Strategic Plan will guide and inform Public Health’s programs, services, and initiatives.
- A socialization and dissemination plan will be developed to action and operationalize the Plan
- Regular progress reports will be shared with the Board of Health





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